

**Vacancy Announcement Number- EPA-Exec-2017-0004
Senior Executive Service Candidate Development Program
U.S. Environmental Protection Agency
November 14, 2016**

Application of:

Qualification Highlights:

- Served in multiple senior leadership positions for the last 14 years at the U.S. Environmental Protection Agency Region IX. Proven leadership in managing large organizations, complex national and regional programs, and Agency resources.
- Acting Director for Air Division achieving groundbreaking results to reduce historic backlog of State Implementation Plans.
- Manage numerous multi-million dollar grant programs, leveraging over \$19 million from outside partners to reduce diesel pollution from ports, mobile sources and power generation.
- Broad experience in communicating the Agency's mission to elected officials, state and federal stakeholders, communities and the press.

Management Experience:

Acting Director, Air Division, July 2015- February 2016 & May 2016- present; United States Environmental Protection Agency, Region IX

- Lead 80 employees implementing Clean Air Act (CAA) for Arizona, Nevada, California, Hawaii, and Pacific Island territories. Set direction for Division's rulemakings for areas with the worst air pollution in the nation. Develop Division's strategic goals and effectively resolve issues to meet commitments.
- Completed a groundbreaking 122 actions on state implementation plans in FY16, nearly twice as many as the next highest Region, reducing a historic backlog by one-third.
- Collaborate with senior management at EPA's Office of Air and Radiation and Office of General Counsel to address Region's unique and complex challenges in achieving national air quality standards.
- Develop innovative strategies to deploy cleaner technologies and credit emission reductions obtained from incentive programs.
- Leverage voluntary programs to improve indoor air quality, reduce asthma, and deploy cleaner technologies. Awarded \$4.2 million, leveraging over \$11 million from outside partners to reduce diesel emissions from 152 heavy-duty trucks, tractors and port equipment.

Deputy Director, Air Division, July 2009- July 2015 & March 2016- May 2016; United States Environmental Protection Agency, Region IX

- Supported the Director on all programmatic and operational activities including communication on national policies, and high-profile, controversial program issues. Regularly acted for SES Director.
- Managed all Division resources including 76 to 103 FTE, and over 100 grants totaling \$45 million to support state and tribal air programs, deploy cleaner engines for mobile sources, and provide asthma outreach.
- Led CAA implementation in Los Angeles area, applying experience and knowledge to address extreme air pollution through attainment plans and control measures.
- Worked collaboratively with local air agency and ports to optimize opportunities to deploy cleaner technologies and maximize voluntary programs to improve air quality.
- Directed managers to ensure compliance with national and regional hiring policies.

Superfund Branch Chief, Partnerships, Land Revitalization & Cleanup Branch Division, July 2008- July 2009; United States Environmental Protection Agency, Region IX

- Led a 42 person unit with multiple programs including Brownfields, Site Assessment, Community Involvement, Navajo cleanup programs, and 11 Arizona Superfund sites.

- Increased coordination between offices to improve response to contaminated sites in Arizona.
- Led development and implementation of congressionally requested plan for cleanup of uranium mines and contaminated dwellings on Navajo Nation, bringing together staff from several divisions including legal, water, site assessment, emergency response, cost recovery, community involvement, and tribal offices to coordinate efforts.

Acting Deputy Director, Superfund Division, August 2007- July 2008; United States Environmental Protection Agency, Region IX

- Supported the Director on all programmatic and operational activities.
- Managed all resources, including 185 FTE and extramural resources over \$75 million for investigation and cleanup of over 150 sites, reducing exposure to soil and water contamination.
- Senior manager working with China under Annex #4 Hazardous Waste Programs and the initiation of Annex #5 for China's enforcement program. Led Region's participation in meetings with Chinese representatives during scoping of enforcement workplan.
- Co-Chair for Contaminated Lands Workgroup of the Administrator's Clean Energy and Climate Change Initiative to reduce greenhouse gases during Superfund cleanups.
- Reorganized Division resulting in a more equitable distribution of staff and workload. Aligned formerly disparate programs into a new unit to improve coordination and communication.

Chief, Site Cleanup Branch, Superfund Division, October 2002- August 2007; United States Environmental Protection Agency, Region IX

- Led a 57 person unit to investigate and cleanup over 80 Superfund sites. Oversaw development of site remedies, and administered a budget of \$25 million annually. Developed Unilateral Orders and negotiated with responsible parties to develop Consent Decrees memorializing cleanup obligations.
- Oversaw Division's cost recovery operations and enforcement case development to ensure identification of responsible parties at sites and reimbursement of cleanup costs.
- Representative on National Priority Panel, which ranks sites for remedial action funding.

Section Chief, Cleanup Section III, Superfund Division, May 1997- October 2002; United States Environmental Protection Agency, Region IX

- Supervised 12 staff overseeing cleanup of contaminated sites. Developed clean-up goals consistent with national and regional priorities. Enforced compliance with Consent Decrees and Unilateral Orders, developed enforcement cases to recover costs. Provided technical and policy assistance to government agencies, elected officials, industry, media, and the public.

Environmental Scientist/Remedial Project Manager, Superfund Division, May 1994- May 1997; United States Environmental Protection Agency, Region IX

- Managed 11 Superfund sites. Reviewed technical documents, ensured site compliance, supervised contractors, managed multimillion site budgets, and conducted public outreach.
- Led investigation, remedial design and construction of treatment systems at large area-wide soil and groundwater site involving 9 separate responsible parties and a Navy facility. Resolved conflicting cleanup goals between Navy and private parties and made final decision on placement of groundwater extraction systems to ensure capture of contamination.

Environmental Scientist Project Manager, April 1992- May 1994; San Francisco Bay Regional Water Quality Control Board, California Environmental Protection Agency

- Managed 6 federal facility Superfund sites requiring extensive oversight to ensure workplans, investigations and cleanup activities met state regulations.
- Representative on State Sediment Management & Wetlands Workgroup to prioritize cleanup and disposal of contaminated sediments.

Field Operations Manager, October 1988- April 1992; RESNA Inc.

- Supervised 10 staff ensuring proper field training, distribution of work, and development of new site investigations. Managed inventory, purchase and maintenance of field equipment.
- Managed seven petroleum investigations sites, coordinating site investigation and clean-up, developing and tracking budgets, preparing proposals and reports.

Leading Change- Deploying Cleaner Engines to California

As Deputy Director of the Air Division, I created a cross-divisional team to better integrate and leverage our National Environmental Policy Act (NEPA) and air programs to address the severe air pollution in Los Angeles. Emissions from trucks, trains, ships and other equipment in Los Angeles help create the highest levels of ozone pollution in the nation, requiring deployment of cleaner engine technologies in order to meet national air standards. This new team provided substantive comments on Environmental Impact Statements (EIS) for highway and port expansion projects to advance deployment of cleaner technologies.

- I optimized the agency's ability to effect meaningful change by discarding the conventional approach to reviewing EIS documents and creating a team to work cooperatively on reviews.
- Established cross-training for staff to learn basics of the NEPA and air program, understand community concerns near the ports, and become familiar with new technologies that could be deployed as mitigation measures for the air quality impacts.
- I strategically leveraged the required mitigation efforts to drive utilization of cleaner technologies during the construction and operation of the projects. Examples of the mitigation measures included deployment of the cleanest construction equipment; requiring trucks servicing the project to meet EPA's 2010 emission standards; utilizing grid-based electricity versus diesel generators for power; and deploying plug-in hybrid electric vehicles, battery electric or other advanced technology vehicles for the project.
- I initiated coordination with other agencies to ensure that their comments would not undermine our goal, often proposing a mutually acceptable path forward to avoid critical conflicts. As a result of my efforts the agencies aligned our comments on mitigation measures for twenty port and highway projects in Los Angeles.
- My efforts successfully integrated cleaner technology into many of the constructed projects. The process of evaluating and commenting on the proposed projects has become streamlined now that NEPA staff have been trained, and Air Division staff help as needed, but can now focus on other program priorities, freeing up valuable resources while still achieving our goal.

Leading Change- Innovation in State Implementation Plans

Areas in California are struggling to provide sufficient emission reductions in State Implementation Plans (SIPs) to demonstrate a path to attainment of national air standards. A key component of the State's strategy is to accelerate the replacement of dirtier engines through incentive programs, but historically these reductions have not met the necessary requirements to be included in the SIP. As Acting Director, I worked closely with the State, providing extensive guidance on the regulatory requirements, resulting in our ability to approve and give SIP credit for incentive-based emission reductions for the first time ever.

- My goal was to utilize the limited flexibilities within the Clean Air Act to legally give credit for incentive-based mobile source emission reductions.

- I initiated extensive and clear communication with the State to explain the requirements and restrictions of the law. Through numerous meetings we determined which incentive programs had adequate documentation to meet the regulatory requirements needed to ensure that emission reductions were real, enforceable, permanent, and surplus to any existing regulation.
- My extensive coordination with the State led to the first approval of SIP credit for replacement of agricultural pumps and tractors. The process that was developed will serve as an excellent example for others to follow to take advantage of this novel approach.
- I am currently working with an air district to develop an attainment plan for particulate matter through incentivizing the replacement of residential wood stoves that are the primary source of pollution. Implementation of our robust approach to document emission reductions is key to the success of this district's attainment plan.

Leading People- Investigation of McFarland, CA

I have successfully led many teams of employees throughout my career. One of the most challenging was leading a team in conducting an environmental investigation of the small, mostly Hispanic town of McFarland, California. There had been a documented childhood cancer cluster in the town 9 years earlier. The community petitioned the EPA to conduct a site assessment of the town, and the agency accepted the petition despite opposing recommendations from staff and management. Several children had died of cancer and the town mayor was opposed to the investigation. I led a cross-divisional team of staff through a multi-year investigation of the soil, drinking water, air, and homes within the community.

- I successfully united unwilling staff, with strong personalities, and who did not agree with conducting the investigation, into a very cohesive, highly productive cross-divisional team.
- I implemented clear objectives for team meetings, balancing the amount of dialogue to build investment in the project, with clear direction and ground rules. I utilized the different strengths of the individuals, and set the tone and structure for how the team would operate. The team ultimately agreed on the goal to conduct the most thorough environmental investigation that we could achieve.
- I led the team to collaboratively develop project objectives, sampling plans, and clear messages for the community, elected officials and the press. I stressed the fact that we could evaluate the current environmental conditions, but could not recreate the conditions in the past that might have been responsible for the cancers and death of several children.
- I facilitated development of the team's technical expertise in order to accomplish our goals. I developed a comprehensive list of the pesticides used in the area, worked with laboratories to develop new analytical methods for specific pesticides, developed new sampling methods for indoor dust, conducted ambient and indoor air monitoring, and sampled the drinking water wells and soil in the community.
- I worked extensively with team members to prepare them for meetings with the community, press, city representatives, and individual residents to explain our projects objectives and share the results of our investigation. My outreach to individuals and my management of the team ultimately gained us the trust of all the community members. This trust was imperative for a successful conclusion to the investigation.

Leading People- Driving Action through Decisions

As a senior manager, I've become skilled in knowing when to facilitate collaborative problem solving, and when to be decisive, providing clear direction to staff in order to achieve a goal. I

successfully managed a team to resolve a series of complex issues during development of a proposal on a state's attainment plan. A recent court decision had altered the requirements for the plan, and the change in policy led to staff and management disagreements as to whether the plan met regulatory requirements. Progress on taking action on the plan was significantly delayed due to conflicting analyses and no clear direction from national rulemakings or guidance.

- To bridge these uncertainties, I dedicated my legal and program staff to track the development of the national guidance, providing significant input into the portions of the guidance that would ultimately impact our action on the plan.
- I led a thorough and extensive analysis and evaluation of all components of the plan to separate the approvable portions from sections that remained unresolved.
- I took an innovative and decisive action, leveraging a rarely used tool of the Clean Air Act, to propose a conditional approval of portions of the plan. It required a commitment from the state to establish measurable milestones, track emission reductions and report on its progress.
- Staff were uncertain that the State would agree to the commitment. I directed staff to develop the key components and regulatory framework that was needed for an approvable submittal, and successfully negotiated with the State to obtain the required commitment.
- My innovative approach led to the resolution of many issues that had caused the internal disputes between staff and management, moving a difficult project forward, and completing a proposed rulemaking on the plan.

Results Driven- Improving Employee Viewpoint Survey Results

As Acting Director of the Air Division, I led staff through a period of tremendous change when the Director left for an assignment, the Division moved to temporary office space with staff working in separate locations, and morale was low. I focused efforts on improving morale by hiring capable staff to ease workloads, communicating the Division's priorities to staff, and fostering an environment that supported open and respectful communication between staff and managers. The 2014 and 2015 Employee Viewpoint Surveys had shown that these areas could be improved upon and I took several steps to address these concerns.

- To address the survey results, I organized and facilitated a retreat with managers to discuss employee's concerns and identify actions for improving communication and morale. I shared these goals and solicited additional ideas from Division staff.
- During the time in our transitional office space, I established monthly opportunities for staff and management to gather both informally and in more structured meetings. I utilized these meetings to share the Division's goals, highlight staff accomplishments and listen to concerns or issues associated with our temporary office space.
- I developed an innovative process to determine seating units on the newly renovated floor, which included an "Open House" to discuss the proposed seating plan, and a 14 day comment period. I revised the seating unit plan to address some of the concerns raised during the comment period. With diligent planning and extensive communication, the Division was functioning well the first day on the new floor and morale remained high.
- I hired seven new technical staff to meet the most critical workload needs in the Division, easing workload strains for specific groups. I leveraged opportunities to provide six temporary promotions in management and staff leadership roles, hiring a diverse group of staff into positions requiring new skills, and additional responsibilities on the national and regional level.
- Completed a "Supervisor's Toolkit" to improve orientation of new staff, which included mentors, training on agency databases and technology, and Clean Air Act program orientation.

- I held regular “Open Office” hours to encourage staff to informally meet with me, and I met with managers regularly to stay current with issues and provide feedback.
- As a result of my efforts, the 2016 Employee Viewpoint Survey scores show tremendous improvement for the Division. Areas that improved between 10% to 22%, included staff feeling that they have sufficient resources to accomplish their job, that newly recruited people have the right skills, understanding how their job relates to the Agency’s goals, feeling empowered and liking their job, feeling as though they can raise a violation of a rule or regulation without fear of reprisal, and understanding feedback during their performance appraisals and how to improve performance.

Results Driven- Implementing Tribal New Source Review

New national policies and regulations have increased the federal permitting requirements for tribes. As Acting Director of the Air Division, I have increased our efforts to implement these new requirements throughout the Region’s 148 tribes to ensure that tribes understand the new rules, and create fairer treatment between state and tribal sources of pollution.

- To educate tribes on the regulations and process, I initiated the development of an outreach plan utilizing regional tribal meetings. I focused our outreach to tribes in areas with extremely poor air quality such as Los Angeles and prioritized the review of their sources to determine the permitting needs. I met individually with these tribal representatives to emphasize the importance of the new regulations.
- I dedicated staff for a national effort to develop “general” permits for several source categories on tribal land. They contributed to several national permits and ensured that the permits took into consideration nearby state requirements to discourage facilities from operating on tribal land to avoid state requirements.
- I took the initiative to develop a general permit, specifically for California, so that tribal gas stations control emissions similar to other facilities. This effort took extensive analyses of California regulations and coordination with EPA headquarters to develop an appropriate general permit, culminating in a recent rulemaking for the proposed general permit.
- In the last year, I have successfully completed a record-breaking 4 permitting actions for large sources on tribal land, including a general permit for a sand and gravel facility, a permit modification for a power plant, a new permit for an industrial facility, and a title V permit renewal for a casino.

Business Acumen- Leveraging Funds for Change

An important aspect of my mission as a senior manager in the Air Division is to utilize the limited funds we receive, and work with federal and private partners to leverage additional resources for important projects that improve air quality and address climate change. The following two examples are a few of the projects that have successfully achieved these goals under my leadership.

- The Federal Aggregated Solar Procurement pilot project came to fruition this past year through strategically partnering with Department of Energy’s Federal Energy Management Program, General Services Administration and the US Forest Service to develop a first of its kind contracting solution leveraging the combined purchasing power of two federal agencies to procure on-site solar energy efficiently and to save resources.
- Under this Power Purchase Agreement, photovoltaic systems will be installed and operated by a private company at 9 federal sites in California and Nevada, selling power to the government.

- This multi-agency solar energy procurement will not only save the government \$5 million in energy costs, it will help achieve the Administration's 2025 Renewable Energy Goal as outlined in Executive Order 13693, Planning for Federal Sustainability in the Next Decade and is replicable throughout the country.
- On the island of American Samoa, I dedicated Diesel Emission Reduction Act funds and partnered with the Department of Interior and Tesla Corporation, leveraging an additional 8 million, to replace dirty diesel generators that have provided electricity to one of the islands.
- The funds supported the installation of 1.4 megawatts of solar panels and 4.2 megawatts of battery storage, offsetting approximately 90% of the diesel consumption on the island. This new system will significantly reduce electricity costs for residents by reducing the reliance on expensive fuel that is shipped long distances.

Business Acumen- Managing Effectively during Resource Challenges

As a Deputy Director, in the Superfund and Air Division, the challenge has been to balance an ever decreasing operational budget while ensuring that our programmatic mission is accomplished. In the Superfund Division, my organization experienced an unusually steep decline in personnel resources that I handled in the most productive and fiscally responsible manner.

- The Department of Defense cut our resources for military site cleanups by over 10% in one year. This cut, coupled with other reductions, created the largest shortfall the Division had faced in many years. Normal attrition would not compensate for the reductions, so I developed a strategy relying on my knowledge of "special accounts" to help bridge the resource gap.
- Special accounts are created when responsible parties pay for EPA's oversight. Funds had historically been reserved for EPA to do future site work. I examined the balances of these accounts and collected information on future plans for the funds, and determined that many staff were being overly conservative leading to large balances within the accounts.
- I established new protocols for centrally tracking and overseeing the special accounts to remedy the resource shortfall and the management of the accounts. These efforts provided new revenue, doubling the number of special accounts utilized to fund personnel from 4 to 8 people.
- I realized that managers needed a better understanding of our sources of revenue and our fiscal situation. I developed a presentation to educate the management team and gain the support for the actions needed to meet our financial constraints.
- I successfully met this tremendous fiscal challenge and balanced our budget through a combined strategy of a hiring freeze, voluntary leave without pay, and utilizing special accounts more effectively. Through my leadership, staff and managers became more fiscally aware, I was able to achieve a change in the culture, support personnel costs, and free up additional funds for use at sites that did not have special accounts.

Building Coalitions- Reducing Asthma at the Mexican Border

As Acting Director in the Air Division, I have brought together local groups and agencies to work with the residents of Imperial Valley to combat the highest rates of asthma in California. I devoted staff resources and funds to build local capacity and worked with the community to increase the understanding of asthma triggers and air pollution. These efforts have led to successful partnerships between many organizations and have raised the awareness of the community.

- I worked across divisions to leverage funds from the Children's Health and the U.S. Mexico Border program supporting the Imperial Valley Child Asthma Program to hire health workers

to educate low income families on environmental asthma triggers and prevention. This effort resulted in a 90% reduction in hospital visits among the more than 100 families visited.

- I devoted resources to work with local programs to train 43 community health workers and 35 medical providers on asthma triggers, leveraged funds to translate educational materials for parents, and conducted outreach to over 2,000 people at health fairs.
- I instituted the Air Quality Flag program (AQFP) at local schools to teach children how to determine their local air quality, and initiated the translation of the AQFP materials to Spanish, along with the creation of a bilingual website *Which Flag Do I Fly*. I provided a bilingual workshop for the Brawley Senior Center about AQFP with Comité Cívico del Valle, a local community advocacy group.
- I provided "Indoor Air Quality Tools for Schools" training for 24 high schools to instruct staff on techniques to improve indoor air quality.
- I launched a project to assist organizations in developing sustainable financing alternatives for asthma programs, and organized a workshop for stakeholders to help inform a report being developed to evaluate different funding strategies.
- As part of a citizen science effort, I am providing technical support and meteorological equipment for the Imperial County Community Air Monitoring Project. This community-based research project funded by the National Institute of Environmental Health Sciences is collecting particulate matter data using 40 air monitors to help educate the community on sources of pollution and actions to reduce or prevent exposure.

Building Coalitions- Replacing Polluting Stoves on Navajo Nation

In the last few years, I have formed successful partnerships with academic partners, federal and tribal agencies and community representatives to reduce health and air pollution impacts from wood and coal stoves on Navajo Nation. Coal is plentiful in the area, and is often burned in leaky, makeshift and older stoves for heat creating unhealthy indoor air quality. I am leading an effort to collaborate with other agencies and replace these stoves and improve the health of the tribe.

- Through an enforcement settlement, I'm leveraging \$3.2 million to fund a program designed to replace 700 older heating stoves with cleaner stoves, and \$1.5 million for weatherization of homes with U.S. Department of Agriculture. The program will focus on households with seniors, children, veterans, and people with certain medical conditions.
- Working with Dine College, I conducted community interviews to understand current practices and determine the best types of stoves for the residents, and collect information to help implement the program successfully.
- I contacted EPA's Office of Research and Development and Office of Air and Radiation to help engage stove manufacturers to develop a test method to quantify emissions, and test and design stoves that would work for Navajo households. This research has successfully led to the alteration of a stove that can burn both wood and coal much cleaner than others. Final testing of this stove holds promise for residents that can only use coal.
- To engage the community, I committed funds to develop a program with a national certifier for stove installations to train Navajo workers to change out the older stoves, successfully training 43 Navajo contractors the proper methods for stove replacement.

Education:

- Masters of Science Degree in Environmental Management, 1992
- Bachelors of Arts Degree in Biology and Philosophy, 1980

Awards:

- EPA National Honor Award- Hwy I-710 NEPA Environmental Impact Evaluation
- EPA National Honor Award- San Gabriel Valley South El Monte Enforcement
- National Notable Achievement Award- San Gabriel Valley-Baldwin Park Agreement
- Region IX Regional Administrator Award- Communicating our Enforcement Story
- Superfund Division Supervisor of the Year Award
- EPA National Honor Award for Commendable Service- McFarland Project
- National Notable Achievement Award- Superfund Leader/Mentor of the Year
- Superfund Team of the Year- McFarland Project
- Region IX Regional Administrator Award- MEW Superfund site
- Superfund Peer Remedial Project Manager of the Year